

**EMOTIONAL INTELLIGENT AS A FACTOR
INFLUENCING MANAGERS' DIVERSITY
BEHAVIOR IN DIVERSITY IMPLEMENTATION**

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ABSTRACT

The objective of this study was to examine the relationship between the four dimensions selected and manager behavior in driving diversity implementation. A total of 250 questionnaires were distributed to employees from Intel technology (M) Sdn Bhd. However, only 93 questionnaires were usable for analysis. Correlation analysis was used to test the inter-correlation between the variables. Correlation result shows that all four dimensions of emotional intelligence i.e perception and appraisal, facilitate thinking, understand emotion and regulate emotion are strongly correlated with manager behavior in driving diversity implementation in an organization.

ABSTRAK

Objektif kajian ini adalah untuk menentukan hubungan kait antara dimensi dalam kepintaran emosi dan perlakuan ketua dalam melaksanakan kepelbagaian dalam sesebuah organisasi. Sejumlah 250 borang soal-selidik telah diagihkan kepada pekerja-pekerja di Intel Technology (M) Sdn Bhd. Namun, hanya 93 sahaja yang boleh digunakan untuk dianalisis. Hasil dari analisis korelasi digunakan untuk menguji hubungan kait antara pembolehubah-pembolehubah. Keputusan korelasi menunjukkan bahawa keempat-empat dimensi mempunyai hubungan kait yang rapat antara emotional intelligent dan perlakuan ketua dalam melaksanakan diversity dalam sesebuah organisasi.

CHAPTER 1 INTRODUCTION

1.1 Introduction

Human being likes to oversimplify things, it is always either it is black or white, right or wrong. Mary Gentile in her book on "Difference, Ways of Thinking About and across" states that human being has the tendency to oversimplify our observations by limiting them to binary oppositions as opposed to more complex and multiple perceptions. We have the tendency to value one term of the dichotomy over another, for example we always think of it as male/female, good or bad etc. The world around us, as it is becoming the global village is no longer just a black/white, male/female, old/young issues. It is much more complex and interesting than that. Harris Sussman writes in *The Future of Diversity and the Work Ahead of Us* says, "Diversity is about our relatedness, our connectedness, our interactions, where the lines cross. Diversity is a bridge between organizational life and the reality of people's lives, building corporate capability, the framework for interrelationships between people, a learning exchange, and a strategic lens on the world."

Globalization has given a new legitimacy to diversity that seems to have been validated and revitalized in the twenty-first century (Nihalani, 2008). The phenomenon of globalization has added a layer of complexity to workforce management and has moved diversity to the vanguard of issues faced by global Multinational companies around the globe. Whether it is managing

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